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Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal that publishes high quality theoretical, empirical and review papers, covering the broad spectrum of Social and Management Sciences research. Ilorin Journal of Human Resource Management is dedicated to increasing the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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IMPACT OF SERVICE QUALITY ON CUSTOMERS' SATISFACTION IN THE TELECOMMUNICATION INDUSTRY IN NIGERIA: STUDY OF GLOBACOM LIMITED

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Abstract
The competitive business environment induced by globalization and advancement in information-communication technology has compelled telecommunication service providers to focus on managing customer relationships and be particular about customer satisfaction. Thus, this study examined the impact of service quality on customer satisfaction in Nigeria's telecommunication industry, emphasising customers of Glomobile telecommunication Limited in Ondo State. The study's specific objectives were to: determine the relationship between quality of service and customer satisfaction; determine the impact of the service quality dimension on customer loyalty; In conducting the research, a sample size of 399 respondents was selected from a population of 1,263,935. The data were gathered using the structured questionnaire. The data were analyzed using descriptive, inferential correlation and multiple regression statistical tools with Statistical Package for Social Science (SPSS). The study's findings revealed a positive relationship between quality of service delivery and customer satisfaction. The study further revealed that some elements of the service quality dimension (reliability, empathy and tangibles) significantly contribute to an increase in customers` loyalty. Also, others (responsiveness and assurance) do not significantly impact customers` loyalty. The statistical evidence shows an `R` value of .726, indicating a strong positive correlation between service quality dimensions and customer's loyalty. The study concluded that customer satisfaction requires an improvement in the quality of service at all times. The study recommended that network service providers invest more in effective technology options to provide customers with a fulfilling experience based on the findings. As a result, their needs are met with access, consistency, and prompt services conveniently.

Keywords: Service quality dimension, customer satisfaction, quality of service, customer loyalty, network coverage, buying decision.

1.0 Introduction

To successfully maximize revenue, firms must focus on maintaining customer relationships and being particular about customer satisfaction in the present competitive climate driven by globalization and improvements in information technology. On the other hand, business companies may find it impossible to deliver services without first establishing a base of pleased and devoted consumers. As a result, serving and meeting the demands of consumers and retaining them is what companies do to stay healthy. Service quality is seen as necessary for satisfying and maintaining valued consumers and a predictor of long-term competitive advantage. In both the traditional and service sectors, service quality is essential. In the service sector, customer

satisfaction is determined by the quality of the service and the entire experience. Service quality is critical in the business sector for establishing distinction and a satisfied customer base.

The growth witnessed by the telecommunication industry today in Nigeria is a result of the liberalization and the implementation of the private sector participation of the government between the years 1999 and 2003 and the licensing of the global system for mobile communication (GSM) operators in 2001. As a result, the country moved from a monopolistic telecommunication market to a fully liberalized one where firms engage in intense competition. The liberation of the sector ushered in the first Global System for Mobile Communication (GSM) operator and the first Digital Mobile License (DML) award in 2001. Since then, the sector has witnessed an unprecedented surge in investments (with over $18 billion in investment from 2001) and growth (Oluseye & Fatai, 2015). According to the Nigerian communication commission, the total investment in the Nigerian telecommunication industry as of May 2019 is estimated at $70 billion.

There is widespread dissatisfaction with the telecommunication development in Nigeria among users, policymakers and administrators concerning the low quality of network and service deterioration. On the other hand, the telecommunication industry has witnessed a tremendous increase in subscriber base for all telecommunication operators in Nigeria. Still, this growth seems not to provide empirical support for the claims that customers are satisfied with the service delivery of telecommunication operators. Therefore, eliminating whatever form of waste and meeting customer expectations are major challenges facing the management of telecommunication service providers. This is why service quality improvement is a vital concern for many telecommunication firms.

Given the above, it is necessary to investigate empirically whether customers are satisfied with the service delivery of the telecom providers in the Nigerian telecommunication industry.

Objectives of the Study

The main objective of the study is to examine the impact of service quality on customer satisfaction in the telecommunication industry in Nigeria. Specific objectives are to:

i) determine the relationship between quality of service and customer satisfaction; and
ii) examine the impact of service quality dimensions on customer loyalty

2.0 Literature Review

Concept of Service Quality

In both traditional and service businesses, service quality is essential. According to Kotler (2006), a service is an intangible act or performance that one party can provide to another without the ownership of something. That is, its creation might be linked to a tangible product or not. According to Granroos (2001), service is a process that results in a result during partially simultaneous and consumption process. According to Parasuraman, Zeithaml, and Berry (1991), service quality is determined by comparing customer expectations with perceived service performance. Thus, service quality refers to a customer's overall assessment of a particular service form based on comparing the firm's performance to the customer's general expectations of how businesses in the industry should operate.

While service quality is a continuous interaction between customers and organizations, it also provides a better solution to customer problems. Hence, an organization can also have a competitive advantage if they provide high-quality services. According to A service, a business may succeed by continuously providing higher-quality service than competitors and surpassing customers' expectations, according to Kotler (2001). Past experiences, word of mouth, and advertising all shape their expectations. Furthermore, clients compare the perceived service to the expected service after getting the services; if the perceived service falls short of the intended service, they lose interest in the supplier.

Dimensions of Service Quality

Parasuraman & Zeithmail (1991) agreed and emphasize five determinants of service quality. These are presented in order of importance (Kotler 2001).

(a) **Reliability:** The capacity to provide the promised service consistently and correctly. Delivering convenient services from the first visit on; providing the promised service at the promised time; insisting on a zero-defect policy; readiness to assist customers; the willingness of staff to react to customers' requests According to Zeithaml&Bitner (2003), dependability is defined as "the capacity to reliably and accurately provide the promised service" or "delivering on its promises." Billing accuracy, appropriate record-keeping, and providing service at the scheduled time are all attempts to establish reliability.

(b) **Responsiveness:** The desire to assist clients and offer timely service, consumers are informed about the service delivery time, and promptly deliver services to customers. This dimension is focused on swiftly and carefully responding to client requests, inquiries, and complaints. For example, when a company tells its consumers how long it will take to obtain answers or resolve their problems, it is responsive.

(c) **Assurance:** Employees' capacity to express trust and confidence, as well as their knowledge and politeness. They had employees who instil trust in consumers; customers' feelings about working with the firm; personnel politeness; personnel expertise to answer customers' queries. Competence, politeness, credibility, and security are other factors. According to Andaleeb and Conway (2006), assurance may be less relevant in other businesses where the risk is more significant, and the consequence of utilizing the service is unknown. The individuals who connect the consumer to the company might symbolize trust and confidence (Zeithaml et al., 2003).

(d) **Empathy:** Customer service that is compassionate and personalized. It entails comprehending and providing personalized attention to consumers; focusing on customers' interests, comprehending customers' particular demands; and providing convenient working hours. In this way, the consumer feels unique and distinct.

(e) **Tangibles:** Physical facilities, equipment, staff, and communication materials' look. It denotes a firm with modern equipment, i.e., a company with aesthetically appealing equipment and facilities, personnel appearance, and visually appealing items associated with services. The idea investigates the service provider's physical facilities, staff appearance, tools and equipment utilized to perform the service, and other consumers at the service facility. Firms utilize tangibles to communicate their image and service excellence (Zeithamal et al., 2003).

Concept of Customer Satisfaction

According to expectations, the appraisal of services supplied by an organization to an individual result in a personal experience of either joy or disappointment (Neithanl &Vitner, 2003). According to Dominici and Guzzo (2010), customer satisfaction is a corporate strategy that focuses on creating value for consumers, anticipating and managing their expectations, and showing the capacity and responsibility to meet their requirements. It's a customer's entire attitude or behaviour toward a service provider or an emotional reaction to the gap between what customers anticipate and what they get when it comes to the fulfilment of want, need, or objective (Hansemark & Albinson, 2004). The perception of service quality, product quality, pricing, situational variables, and personal characteristics all play a role in determining satisfaction (Zeithaml & Bitner, 2003). Service providers typically prioritise client happiness since it is viewed as a precondition for customer retention; this implies high customer satisfaction leads to recurrent visits to stores and repeat product purchases (Oliver, 1981).

Customer loyalty and retention

Customer loyalty may be described in two ways. First, it can be defined as an attitude; many sentiments combine to form an individual's overall connection to a product or service provider. These emotions determine a person's (purely cognitive) level of loyalty. Behavioural loyalty is the second definition of loyalty. Continuing to acquire services from the same provider, expanding the breadth and scope of a relationship, or making a referral are all examples of loyalty behaviour (Zeithaml& Berry 1991). Finally, customer pleasure is the result of good customer relationship management. As a result, happy consumers stay loyal and spread the word about the firm and its goods.

2.1 Theoretical Review

The theoretical framework of this study considers some customer satisfaction theories, including the contrast theory and the expectancy disconfirmation theory.

The Contrast Theory

Hovland, Harvey, and Sherif were the first to present contrast theory (1987). According to this hypothesis, when actual product performance falls short of customer expectations, the gap between expectation and result will drive the consumer to exaggerate the discrepancy (Yi, 1990). According to the contrast hypothesis, any difference between experience and expectations would be amplified in the direction of the difference. For example, if a company builds consumer expectations by advertising and then delivers a product or service that is slightly less than what was promised, the product or service will be rejected as entirely unsatisfactory. According to this hypothesis, product performance that falls short of expectations will be evaluated lower than it is in fact (Oliver & Deerbo, 1988). In other words, the contrast theory assumes that when an outcome deviates from expectations, the subject will react favourably or unfavourably to the disconfirmation experience, with a negative disconfirmation resulting in poor product evaluation and a positive disconfirmation resulting in high product evaluation.

The Expectancy Disconfirmation theory

Expectancy Disconfirmation was presented by Oliver (1980) as the most viable theoretical framework for assessing consumer satisfaction. According to the model, consumers buy goods and services with pre-purchase expectations about performing. The degree of anticipation then

becomes a benchmark by which the product is measured. Once the product or service has been utilized, the results are compared to what was expected. Confirmation happens when the outcome fits the expectation; disconfirmation occurs when the expectations and outcomes disagree. As a result of the positive or negative discrepancy between expectations and perceptions, a client is satisfied or unsatisfied. Oh (1999) describes the expectancy-disconfirmation theory as "one of the most commonly recognized models for the examination of customer satisfaction in the service sector." The expectancy-disconfirmation model was used by Oliver (1981) to describe how customer satisfaction is measured by comparing customer expectations with perceptions of performance. As a result, if perceived performance surpasses expectations, the expectation is positively disproved, and the client is happy since the actual performance exceeds expectations. If, on the other hand, the perceived performance falls short of expectations, the consequence is a negative disconfirmation since the client is unsatisfied with the performance. The expectancy/disconfirmation paradigm in process theory, which covers four constructs: expectations, performance, disconfirmation, and satisfaction, is the foundation for most satisfaction research.

This study is based on the expectation Disconfirmation hypothesis, which is more relevant to the study's primary goal. According to Oliver (1980), customers acquire products and services with pre-purchased expectations about the anticipated enjoyment they would get from the product. The degree of anticipation then becomes a benchmark by which the product is measured. Finally, once the product or service has been utilized, the results are compared to expected.

2.2 Empirical Review

The impression of a consumer's telecommunication service provider about network service quality was examined by researchers. According to Abdullahi and Samad (2017), a study of the impact of service quality dimensions on customer satisfaction in Yemeni telecommunication mobile companies found that four dimensions of service quality (network quality, empathy, reliability, and assurance) have a significant positive impact on customer satisfaction, while tangible and responsiveness have no impact.

Victory and Philip (2016) found that customers are not dissatisfied with the service provided by telecommunication operators in Nigeria. However, there is a gap between the rating of service quality before and after service is rendered in a similar study on the impact of service quality on customer satisfaction in the telecommunication industry in Nigeria. However, in its analysis, this study does not represent the real disparity in service rating. The influence of perceived service quality on the mobile communications sector was investigated by Ahmed (2016). Customers in Nigeria's mobile telecommunications business are dissatisfied with the service quality they receive. The results reveal that GSM operator service performance is low and not equivalent to or better than expected. Customers rank the quality of service they receive from their service provider first in measuring their rate of happiness, loyalty, and choosing a particular service provider, according to research performed by Osotimehin, Hassan, and Abass (2015).

3.0 Methodology

This study adopted a survey research design based on the usage of primary sources of information. In collecting the primary data, a questionnaire was used. To be fair and

representative, a sample of 399 respondents were considered, chosen from a population of this study summed up to 1,263,935 subscribers of Glomobile in Ondo State, Nigeria. The study used Taro Yamane (1964) formula and maintaining the estimable error at a 5% significant level. All the data collected were coded and subjected to appropriate statistical analysis such as descriptive statistics, analysis of variance. While the test of the hypotheses was carried out using Multiple Regression and Pearson correlation. Hence, the Statistical Package for Social Sciences (SPSS) was used for conducting all the analyses at a 0.05 level of significance (i.e. 95% confidence interval).

Taro Yameni formula for sample size determination is adopted. The formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1,263,935}{1 + 1,263,935\ (0.05)^2}$$

$$n = 399.87$$

Based on the above estimate, a total sample of 399 was selected from the total sample of 1,263,935

4.0 Analysis of Results and Discussion

The analysis of the result is based on the objectives and hypothesis formulated in chapter this research

Test of hypothesis One: There is no significant relationship between quality of service and customer satisfaction.

		Highly Competitive services.	Commensurate rates and tariff	Excellent promotional packages	Customer Satisfaction
Competitive services	Pearson Correlation	1	.194**	.103*	.317**
	Sig. (2-tailed)		.000	.041	.000
	N	393	393	393	393
Commensurate rates and tariff	Pearson Correlation	.194**	1	.365**	.187**
	Sig. (2-tailed)	.000		.000	.000
	N	393	393	393	393
Excellent promotional packages	Pearson Correlation	.103*	.365**	1	.299**
	Sig. (2-tailed)	.041	.000		.000
	N	393	393	393	393
Customer Satisfaction	Pearson Correlation	.317**	.187**	.299**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	393	393	393	393

Source: SPSS output, 2021

The result of table 1 shows a Pearson Correlation of .317, indicating a weak positive relationship between Competitive Services and Customer Satisfaction. Also, a Sig. value of .000, which is less than 0.05, indicates that the relationship is statistically significant. The correlation matrix also reveals a Pearson correlation coefficient of 0.187, indicating a weak positive relationship between

commensurate rates and tariff and Customer satisfaction. However, a Sig. value of 0.000 which is less than 0.05, indicates that the relationship between the variables is statistically significant.

Furthermore, the result of the Pearson correlation also presents a coefficient of 0.393, indicating a weak positive relationship between Promotional packages and Customer satisfaction. A Sig. value of 0.000, which is less than 0.05, indicates that the relationship between the two variables is statistically significant. Lastly, the Pearson test of correlation between Value for money and Customer satisfaction presents a coefficient of 0.359, indicating a weak positive relationship between the two variables, and a Sig. value of 0.000 which is less than 0.05, indicates that the relationship is statistically significant.

The implication is that quality of service has a weak positive significant relationship with customer satisfaction. Based on this, the null hypothesis that quality of service and customer satisfaction has no significant relationship is therefore rejected, while the alternative hypothesis is accepted. Therefore, there is a statistically significant relationship between quality of service and customer satisfaction.

Test of hypothesis two: Service quality dimensions has no impact on customer`s loyalty

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.527	.521	3.27809

a. Predictors: (Constant), Tangibles, Assurance, Empathy, Responsiveness, Reliability

Source: SPSS output, 2021

The model summary presented in table 2 above shows an R-value of .726, indicating a strong positive correlation between service quality dimensions and customer's loyalty. Also, an adjusted R^2 value of .521 indicates that service quality dimensions explain a 52.1% variance in customers' loyalty. The remaining 47.9% could be explained by other factors not included in this model. The implication of this is that service quality dimensions have an impact on customer loyalty.

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4628.539	5	925.708	86.146	.000[b]
	Residual	4158.641	387	10.746		
	Total	8787.181	392			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Tangibles, Assurance, Empathy, Responsiveness, Reliability

Source: SPSS output, 2021

The above table reports how well the regression model predicts the dependent variable significantly. However, looking at the ANOVA table above, Sig.= .000 which is less than 0.05 (i.e $P < 0.05$). This indicates that the regression model statistically significantly predicts the outcome variable (i.e. it is a good fit for the data).

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.635	1.397		2.601	.010
	Reliability	.458	.090	.307	5.091	.000
	Responsiveness	.039	.064	.030	.613	.540
	Assurance	.010	.104	.004	.098	.922
	Empathy	.220	.091	.113	2.422	.016
	Tangibles	.518	.097	.363	5.328	.000

a. Dependent Variable: Customer Loyalty

Source: SPSS output, 2021

Based on the results in table 4, when service quality dimensions are constant, customer loyalty is at 3.635. However, a unit increase in "Reliability" as a dimension of service quality leads to a 0.458 increase in customer loyalty, a unit increase in "Responsiveness" as a dimension of service quality leads to 0.039 increase in customer loyalty, a unit increase in customer loyalty results to .010 increase in customer loyalty and a unit increase in "Empathy" as a dimension of service quality leads to .220 increase in customer loyalty. However, with a Sig. values of .000, .016 and .000, Reliability, Empathy and Tangible significantly impact customer loyalty, while Responsiveness and Assurance with Sig. values of 0.540 and 0.922 have no significant impact on customer loyalty. Therefore, the null hypothesis that "Service quality dimensions have no impact on customers' loyalty" is rejected, while the alternative hypothesis is accepted. Hence, service quality dimensions have a statistically significant impact on customers' loyalty

Discussions of Findings

This study assessed the impact of service quality on customer satisfaction in the telecommunication industry in Nigeria. However, relying on the results of the data analyzed, findings were as follows: Objective I was achieved by Hypotheses I, which is depicted by correlation analysis with the use of Pearson product that there is a moderate positive correlation between "Quality of Service" and "Customer Satisfaction". Hence the null hypothesis was rejected. This implies that there is a positive relationship between quality of service delivery and customer satisfaction. That is, customers are more satisfied as the quality of services improves. This is in line with the study of Oshotimehin, Hassan and Abass (2015), which established a positive relationship between quality of service and customer satisfaction since customers always put the quality of service they receive from their service provider first to assessing the rate of their satisfaction.

Hypotheses II achieved Objective II, which is depicted through regression analysis that established a strong positive relationship between "Service Quality Dimensions" and "Customer's Loyalty" R = .726. Furthermore, the model summary presents an Adjusted R2 value of .521, indicating that service quality dimensions explain the 51.2% customer loyalty variance. It was further revealed that reliability, empathy, and tangibles significantly contribute to increasing customer loyalty, while responsiveness and assurance do not significantly impact it. This finding

is in line with the study of Arokiasamy and Abdullahi (2013) on the service quality in the cellular service provider in Malaysia, which ascertained that some service quality dimensions (tangibles, reliability, responsiveness and empathy) have a positive influence on customer loyalty.

5.0 Conclusion and Recommendations

The study examined the impact of service quality on customer satisfaction in the telecommunication industry in Nigeria. Customers constitute a significant part of an organizational existence in today's society, and competition among firms in most industries is increasing daily. As such, companies should invest all efforts in ensuring the satisfaction of their customers. At this juncture, it is essential to draw out certain conclusions based on the findings. The major conclusions are as follows:

The direction of the relationship between quality of service and customer satisfaction is positive, and the strength of the relationship is moderate. Hence, a moderate improvement in customer satisfaction requires improving the quality of services at all times. The level of relationship between service quality dimensions and customer's loyalty is very strong. This implies that the procedure to facilitate the services provided by the telecommunication service provider to customers creates a sense of loyalty among customers, which creates a positive link between the customers and the service provider. However, of all the five (5) service quality dimensions, reliability, empathy and tangibles are highly potent and significantly impact customer's loyalty, while the remaining two (2) dimensions (i.e. responsiveness and assurance) lack such potency. The level of correlation between network coverage and the customer buying decision is weak. This study also concludes that increasing network coverage could positively influence customers' buying decisions.

The study of service quality and its impact on customer satisfaction in the Nigerian telecommunication industry has brought an inevitable trend that focuses on telecommunication service providers and customer relationships. Therefore;

i. It is recommended that network service providers invest more in technology options to provide customers with a fulfilling experience. Thus, their needs in terms of convenient access, consistency, and prompt services are met. This could be achieved by focusing on regular network upgrades and expansion. Besides, the service provider should pay attention to the availability of network coverage in the nooks and crannies of the country, especially the remote areas, to open new customer base accounts and ignite the customers on a quick buying decision its products and services, thereby increasing revenue.
ii. Quality of calls and speedy data services is a strategic factor to leverage as a competitive advantage in the telecommunication industry. Hence, the network provider should ensure that call rates are commensurate with the services provided; reduce incessant call drops and network service congestions. In the same vein, efforts should be geared towards being more responsive by showing a willingness to provide prompt services across the country and emphasising effective service delivery as its core value.
iii. Consistent and regular training and development programs should be given to the service provider's staff, especially the technical and customer service personnel, to raise their performance level and meet the growing needs of the teeming customers. Hence, this is a

means of giving adequate attention to the emotional satisfaction of the customers as expressed by the staff s assurance in terms of knowledge and courtesy.

iv. It is recommended that the network service provider periodically assess their performance in the quality of services provided. It implies regularly conducting quality of service audits, which will help appraise its performance in the telecommunication industry. Such evaluation will also help the firm establish its investment priorities, enabling it to concentrate its scarce resources on the most pressing and worthy investment that greatly benefits the customers.

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